

Celebrating 10 Years in San Diego

The legacy of SPAWAR's Commanding Officers. In the decade following its move SPAWAR has, in the Navy tradition, experienced the constancy of reorganization and change. There have been five strong leaders in command at different times throughout the last 10 years, and each has had to navigate his own set of challenges.

Rear Admiral George F. A. Wagner (March 30, 1995 to March 20, 1998). Wagner had been in command only three months when the 1993 BRAC Commission submitted its report to the president recommending that SPAWAR Headquarters relocate 3,000 miles west. The possible relocation was the dominant topic at his first SPAWAR "All Hands" meeting. Once the move became imminent, his commitment was to help each employee, regardless of whether they decided to go or stay, to realize their own personal objectives. Given his budget levels, he had to figure out how to do things smarter and more efficiently.

He believed fleet readiness was as good as it ever was, and that commercial markets had outpaced

SPAWAR Old Town Campus (San Diego, CA)

RADM George F. A. Wagner	March 30, 1995 – March 20, 1998
RADM John A. Gauss	March 20, 1998 – May 25, 2001
RADM Kenneth D. Slaght	May 25, 2001 – November 3, 2005
RDML William Rodriguez (Acting)	November 3, 2005 – February 20, 2005
RADM Michael C. Bachmann	February 20, 2006 – present

the military markets and allowed the Navy to reduce development costs by using commercial off the shelf products, or COTS, rather than creating new ones. The operating system found on the PCs in San Diego was Windows 95, and later Windows NT, soon to be the Navy's system of choice.

"Old Salt." As a proponent of Total Quality leadership (TQL) Admiral Wagner knew all too well that the sailor was the end customer, and that drove him to maintain a "business as usual" attitude throughout the transition. He was, after all, an experienced "Old Salt," having assumed the honorary title Feb. 14, 1997, signifying that he had become the longest serving Surface Warfare Officer on continuous active duty. He didn't, however, relax his drive once he got everyone settled in San Diego.

In the five months that SPAWAR was an official resident of San Diego, Wagner implemented efforts that still benefit the community today. In fact, at the transition ceremony, Wagner announced a partnership with Fremont Elementary School. SPAWAR has held several "paint parties," donated \$232,000 through its Computers to Schools Program, "adopted" Fremont families for the holidays and bestowed them with truckloads of food and gifts collected from employees, and gave up its west parking lot for a temporary shelter for homeless Vietnam veterans.

In December 1997 SPAWAR was awarded San Diego Business Journal's "Best of Class" Total Excellence in Management award. At a ceremony in January 1998 dedicating a new building for SPAWAR Systems Center, Charleston, Wagner said, "What you see here today is more than just a new building, it's a reflection of what's transpired during this decade as we adjusted to the changing world order." He had to be thinking about all of SPAWAR.

In a world of malicious computer viruses, SPAWAR experienced almost a dozen unsuccessful computer attacks a day. While SPAWAR's firewall protection was excellent, it was not perfect. When a March 1998 denial of service attack against Windows 95 and Windows NT systems hit about 100 SPAWAR computers, Wagner ordered even more safeguards be put in place with constant updates.

Near the end of his command, the "Fireplace Conference Room" a high-tech VTC media room in OT4, was officially dedicated to and named in honor of Wagner on March 17, 1998. He relinquished command and, after 36 years of distinguished naval service, retired from the Navy March 20, 1998.

Rear Admiral John A. Gauss (March 20, 1998 to May 25, 2001). Just one week after the CNO, determined to defeat the mysterious "Y2K" bug, established the Navy Year 2000 Project Office in SPAWAR's high-tech and ultra-secure "War Room," Rear Adm. John A. Gauss took command.

Within days, Gauss announced plans to form partnerships with the Naval Computer and Telecommunications Command (NCTC) claimancies, a move he deemed a "win-win" for both commands and their customers.

A month after the transition, a contract was announced to pilot 4,230 Lotus products. This caused a flurry of questions implying that the Navy might rethink its selection of Microsoft Exchange Products, an official choice released in a joint message in March 1997 from the Navy's Pacific and Atlantic fleet commands. Standing firm, Gauss pointed out that Navy was keeping its options open and that the contract was for the pilot only; the options would only be exercised if the pilot proved it to be the better choice.

He also stood firm on the Navy decision to use PCs. "One of the reasons for going to PCs is that PCs are taught in schools," he said. "We can start getting folks into the Navy that have a basic computer understanding, and the computers they will use are the computers they've learned about in school."

A year later a problem with the SPAWAR-modified Microsoft Corp. Windows NT operating system software system installed on the USS Kitty Hawk surfaced. With complete candor, Gauss explained that, with little time to properly outfit the ship, SPAWAR "got ahead of our headlights." The ship's painful

experience led to procedures that now ensures IT-21 network installations are completed well before a ship deploys. On the tail of that challenge came the universal challenge of bandwidth constraints. Small ships often spent hours downloading critical gigabyte-size files from Navy networks, a challenge eased somewhat through technological advances forged in part with SPAWAR's expertise.

In addition to the uncertainties of what the year 2000 would bring, SPAWAR began construction of its new Visitor Reception Office in October to make it easier for industry and partners to gain access to the command. Many other plans were made that would result in specific accomplishments in the next few years.

In early January 1999, MIDS-LVT, the Navy's new Multifunctional Information Distribution System Low Volume Terminal, marked its first flight aboard an F/A-18 Hornet at Patuxent River. Gauss cut the ribbon on the Defense Acquisition University Learning Center in Building 3 of Old Town campus in March, just a week before the Navy completed its first T-AGOS class ship littoral warfare upgrade, including SPAWAR's Surveillance Towed Array Sensor System achieved through contracts with the Raytheon Company.

In April, Gauss hosted an acquisition reform "Town Meeting" for business and industry designed to improve communication among the government and industry acquisition and business team. In July, Gauss was presented with a lifetime membership in the Armed Forces Communications and Electronic Association.

CIPO. In September SPAWAR opened its Combined Intelligence Center (CINC) Interoperability Program Office (CIPO), a concept chartered by the Under Secretary of Defense for Acquisition and Technology to give the Army's Communications and Electronics Command, the Commanders of the Air Force's Electronic Systems Center and, of course, SPAWAR a joint office at each of the three commands. These offices were located onsite and staffed with two personnel from each service to ensure that future efforts of each command were "Joint First."

In November, the Navy finally changed the Radioman (RM) rating to Information Systems Technician (IT), a more appropriate name considering the emphasis on IT-21.

Another Reorganization. In 2000, Gauss challenged his command with the opportunity to assess customer needs and the chance to reorganize itself to be more customer focused. The result was a dramatic shift to an organization with three fleet-focused "pillars": engineering, installations and operations. Two new elements, systems engineering, integration and testing under the chief engineer,

and system delivery, installation schedules and final system check out under the installations and logistics director, were created. Gauss said his vision was “to take all the various technology components and integrate them to provide the warfighter with modern, state of the art, end to end operational capability. Not just for the Navy, but for the Joint Services.”

SPAWAR was assigned a new Echelon III command, the SPAWAR Information Technology Center (ITC) on Oct. 1, 2000. Formerly known as the Naval Reserve Information Systems Office , it brought with it the responsibility for the development, life-cycle support and operational control of the Navy Manpower and Personnel Information Systems and Naval Reserve Information Systems.

NMCI. In that same month, Secretary of the Navy Richard Danzig announced the award of a \$6,9 billion contract to Electronic Data Systems Corp. (EDS) to build and maintain a department-wide Navy-Marine Corps Intranet (NMCI). NMCI was designed to make the naval services more efficient, more productive and enhance their readiness by providing data, video and voice communications to link shore units and interface with the "Information Technology for the 21st Century" (IT-21) initiative and the Marine Corps Tactical Network.

In November, SPAWAR accepted the GEOSAT Follow-on (GFO) satellite – a full two years after its February 1998 launch from Vandenberg Air Force Base. The satellite, built by Ball Aerospace to transmit precise oceanographic information directly to ships and sea and to Navy facilities on shore, encountered problems with its global positioning system and periodic rests of its flight computer, which delayed SPAWAR’s acceptance.

In January 2001, SPAWAR established a business development office to assist employees and external customers develop business opportunities with SPAWAR. Just a couple months later, SPAWAR implemented an electronic system for posting contract announcement opportunities and electronic acceptance of contract submissions. These were important changes for its business partners.

In March, SPAWAR announced ability to transmit Defense Integrated Human Resources System sensitive unclassified personnel data to the Global Command and Control System , effectively allowing secure transmit of data without the prohibited direct interconnection between the Internet and the Non-classified Internet Protocol Routing Network, or NIPRNET, and the Secure Internet Protocol Routing Network, or SIPRNET.

In March, the Navy also announced the 11th and final launch of its UHF Follow-On communications satellite in late 2003 using commercial launch services that are subcontracted through Boeing Satellite Systems in a \$91.7 million contract option exercised in December 2000.

In April, SPAWAR provided two Iridium satellite telephones to the members of Polar Trek 2001 for field-testing during their 12-day ski-trek from Northern Russia to the North Pole. Polar Trek members will test the handsets for viability under polar environmental conditions.

In his last published interview before relinquishing command, Gauss said, “From the bottom of the ocean to the edges of space, SPAWAR provides an integrated web of sensors and communications systems that supply the warfighter with the information superiority need to win.

“SPAWAR,” he said, “is closely partnered with industry to provide cutting-edge technology with the benefit of years of ISR experience.” Recognizing that more and more hardware for the fleet was purchased from COTS (commercial-off-the-shelf) vendors, he said, “In this changing environment, effective partnership with commercial industry becomes even more critical....The technical expertise that industry brings to this relationship helps our nation’s military prepare for the future.”

In Navy tradition, SPAWAR dedicated a room to honor Gauss. Outside the door of the room formerly known as the Y2K War Room, hangs a plaque that reads “In Honor of Rear Admiral John A. Gauss, USN, SPAWAR Commander from 20 March 1998 to 25 May 2001. His vision set the course for more than a decade in the evolution of Navy and joint C4ISR. He made both IT-21 and the Navy Marine Corps Intranet a reality. He realigned SPAWAR to horizontally integrate its programs. He was the architect and engineer of the commands’ highly successful Y2K effort, establishing this war room and bringing SPAWAR and the Navy smoothly into the new millennium. May those who pass through these doors continue to fulfill his vision of integrated C4ISR capability for the Navy and the joint services.”

Gauss relinquished command and, after 32 years of distinguished naval service, retired from the Navy on May 25, 2001.

Rear Admiral Kenneth D. Slaght (May 25, 2001 – November 3, 2005). Less than four months after assuming command, the world was changed forever. Terrorists attacked the United States, hitting both the World Trade Centers in New York and the Pentagon. Two days after the attack, the Naval Air Facility Washington was up and running on the NMCI network. Always mindful of the constant threat of attack, SPAWAR stepped up security and got back to the even more critical business of supporting the warfighter.

Even before that terrible day, SPAWAR was keenly focused on the needs of the warfighter. The concept of Horizontal Integration assumes that any program that is going to contribute to the warfighter would be in a joint and coalition environment. Slaght saw SPAWAR as a key integrator of those kinds of programs. “While we may not own or field all the programs that are going to support the warfighter in a joint environment,” he said in early August, “it is pretty safe to say that most of our programs will be integrated into that joint warfighting environment.”

Knowledge Superiority: The Knowledge Wall, developed in research labs at SPAWAR Systems Center San Diego, is probably one of the more tangible pieces of SPAWAR’s Knowledge Superiority efforts. It is an innovative way for a command center to display multiple reconfigurable screens of information for any tactical or strategic situation. It is the front end—the single portal where warfighters get visibility into all the elements that they need to have cognizance of in any kind of a warfighting environment. “It allows the warfighter to configure what he is visualizing based on the scenario he needs,” said Slaght. “It has to be joint—it has to show not only what is going on with Navy assets, but what is also going on with other Services' assets, coalition and allied assets, and bring these all into one common operational picture.”

Under his command, SPAWAR began to build modular radios that are equivalent to today’s PCs. He said SPAWAR was hoping to “design a basic space for a radio that will go in a certain rack and within days of the ship's commissioning, be able to load the latest and greatest software waveforms for that radio. Then the ship will truly be on the leading edge of technology.”

Slaght predicted a true coming together of the Global Information Grid, probably during the course of his command. He believed improvements would be driven by breakthroughs in antenna technology and breakthroughs in how information flow over the network was managed. “The Internet and the backbone of it are going to continue to be the driving forces, and the ability to access information from common portals,” he said.

In December a report from Defense Conversion Resources, A Washington, D.C. consulting firm, suggested that the Space and Naval Warfare Systems Command Headquarters in Old Town and the SPAWAR Systems Center in Point Loma could be closed or merged.

On Feb. 20, 2002, Slaght testified before the House Arms Services Committee, Research and Development Subcommittee, on "Navy Transformation." Slaght spoke about the Navy's C4ISR capabilities and its vision for the future.

Shortly after, in addressing the Navy's acquisition system for purchasing software and hardware, Slaght said he thought there was greater flexibility and agility to meet fleet requirements than ever before. "September 11, changed everything — it was a wake-up call for all of us," he said. "I think this acquisition flexibility is best evidenced by the acceleration of our six-month deployments — we are able to outfit our ships and naval forces in an amazingly short period of time."

In October 2002, SEA POWER 21 defined a Navy with three fundamental concepts: SEA SHIELD, SEA STRIKE, and SEA BASING, enabled by FORCEnet. SPAWAR would become the Navy's architect and engineer for FORCEnet, a concept Slaght deemed "the central focus of everything we do." He said SPAWAR had worked hard to define FORCEnet with its customers, stakeholders, the fleet and industry. The result was dramatic in a number of areas. "We have seen FORCEnet capability pay off in Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan," he said, "where it enabled warfighters to conduct their missions much more effectively and efficiently than they have ever been able to do in the past: everything from putting more Tomahawks on target because of more rapid tasking that came through a FORCEnet system, to the ability to prepare and conduct missions collaboratively over FORCEnet systems."

On Nov. 1, 2002, the Assistant Secretary of the Navy, Research, Development and Acquisition (ASN (RD&A)) established the Program Executive Office for C4I & Space (PEOC4I and Space), with responsibility for the development of C4I systems and products from "cradle to grave." PEO C4I and Space would report through SPAWAR to the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps for execution-year support of fielded equipment, but would report directly to the ASN (RD&A) for acquisition.

In January 2003, the Air Force launched Titan 2, Coriolis. The satellite carried the Navy's Windsat microwave polarimetric radiometer, built by the Naval Research Lab for SPAWAR. Windsat was designed to gather wind speed and direction measurements at or near the surface of Earth's oceans. The information would be used in the Navy's operations planning and to improve weather forecasting.

Closer to home, the Cedar and Paradise wildfires caused the worst damage in the history of San Diego and California in October and early November, killing 16 and burning 2,427 homes and businesses. SPAWAR employees contributed to the many food, clothing and donation drives to help the victims.

In May 2004, the Assistant Secretary of the Navy for Research, Development and Acquisition established the Program Executive Office for Space Systems from existing SPAWAR PD-14 Space Technology Systems and PMW 146, the Communications Satellite Program Office. The new office acts

as a single, central acquisition authority for the procurement of Navy space systems. Its creation changed the Navy's acquisition approach from one focused on specific programs and platforms to one that addresses requirements for integrated systems that cross many platforms and functions. Coupled with the SPAWAR Space Field Activity, the new office integrates space systems acquisition across the Navy as well as interface with the Defense Department.

In June, SPAWAR sponsored the first FORCEnet Engineering Conference. According to Slaght, the conference provided a "dynamic collaborative environment for FORCEnet stakeholders and the naval engineering communities to exchange information and synchronize FORCEnet engineering efforts."

On Aug. 23, 2005, Hurricane Katrina, the costliest and one of the deadliest hurricanes in the history of the United States, hit the Gulf Coast. Facilities at Space and Naval Warfare Systems Center New Orleans suffered extensive damage. Although not flooded as a result of the nearby levee breach, the buildings suffered extensive roof damage, and rainwater got inside the walls of the building causing widespread mold and water damage. A damage assessment team, made up of members of the command's Information Technology Department, entered the facility as soon as the waters receded, and began to hand-carry hundreds of servers, computers and other equipment down five flights of stairs in darkened buildings without air conditioning. In the aftermath of Hurricane Katrina, almost 800 SPAWAR employees in New Orleans were relocated to work sites throughout the nation.

Effective Sept. 1, 2005, organizational changes within SPAWAR aligned accountability and responsibility of Navy installation planning and execution to PEO C4I and Space. This reorganization provided the Fleet with a single organization for acquisition and installation and improve alignment and coordination of C4I readiness issues with Fleet staffs, the Naval Network Warfare Command and across the Team SPAWAR.

In keeping with Navy tradition, the new computer training center located in Building 27 was named to honor Rear Admiral Ken Slaght. The dedication plaque reads in part, "The men and women of SPAWAR deeply appreciate his concern for their well-being, his recognition that knowledge is our greatest tool and that knowledge, in the hands of a dedicated professional, will achieve greatness."

On Nov. 3, 2005, Admiral Slaght concluded a distinguished 35-year Naval career in retirement ceremonies on Old Town Campus.

Rear Admiral William Rodriguez (November 3, 2005 to February 20, 2005.) Upon Slaughter's retirement, Rear Adm. William Rodriguez was named Acting Commander. In his new duties as Acting Commander and FORCENet Chief Engineer, Rodriguez opened each session of the 2005 FORCENet Engineering Conference, held Nov. 15-17. The conference promoted a collaborate environment for key engineering personnel in the Navy, Marine Corps, Army, Air Force, Joint Forces Command and Coast Guard communities to address specific programmatic and technical issues being faced in the implementation of FORCENet.

In December, about 80 employees were able to return to SPAWAR System Center, New Orleans facility to work in office trailers set up in the front parking lot of the damaged buildings, having been displaced by Hurricane Katrina in August. Others returned to work at the Naval Support Activity New Orleans from Stennis Space Center in Mississippi, and from leased contractor spaces in Luling and Mandeville, two outlying suburbs of the greater New Orleans area.

SPAWAR was a large presence at the Armed Forces Communications and Electronics Association's "West 2007." Adm. Mike Mullen, Chief of Naval Operations, delivered the keynote address at the conference, sponsored by AFCEA and the U.S. Naval Institute, Jan. 10-12. Rodriguez and Dennis Bauman, PEO C4I and Space program executive officer, held a panel discussion on the providing information technology to the warfighter.

His term of Acting Commander ended upon the assumption of command by Rear Adm. Michael C. Bachmann on Feb. 22, 2006.

Rear Admiral Michael C. Bachmann (February 22, 2006 to present). Rear Adm. Michael C. Bachmann assumed command from Rear Adm. William Rodriguez, SPAWAR's chief engineer, who had served as acting SPAWAR Commander since November 2005.

"It's no surprise that networks are now considered an indispensable necessity for daily fleet operations," he said during the ceremony. "And today, our program executive offices and labs are delivering FORCENet capabilities that allow our warfighters, joint and coalition partners the ability to rapidly respond to virtually any threat around the globe." Two days later, Secretary of Defense Donald H. Rumsfeld announced that the president had nominated Bachmann to receive his second star (promotion to rear admiral upper half)..

NNFE: From the moment of his assumption of command, Bachmann was committed to the success of the Naval NETWAR FORCENet Enterprise. "The CNO (Chief of Naval Operations Adm. Michael

Mullen) has clearly delineated his objectives for 2006,” he said, “and it is apparent that the Naval NETWAR FORCEnet Enterprise is contributing to the attainment of these objectives”

The Navy’s acquisition organizations that support the Air, Surface, Submarine, Expeditionary and Network communities have realigned under an enterprise model to increase efficiency, decrease costs and improve “speed to capability” for the Fleet.

The Naval NETWAR FORCEnet Enterprise is an enterprise approach to implementing FORCEnet and delivering network-centric capabilities. This is a collaborative effort between the Naval Network Warfare Command (NETWARCOM), Office of the Chief of Naval Operations (OPNAV), SPAWAR and a host of additional stakeholder organizations.

The NNFE’s Board of Directors is led by top admirals who meet monthly to assess the enterprise’s progress in delivering its products and services. The NETWARCOM Commander is the Chief Executive Officer, the SPAWAR Commander is the Chief Operating Officer and OPNAV N-6 is the Chief Financial Officer.

The goal is to develop processes, collaboration and metrics across the enterprise to align the traditional functional commands. This will help the Navy better understand the costs of conducting business and how it relates to readiness. It will allow the enterprise to make better decisions when applying critical resources – both dollars and manpower – and provide the right products and services to the warfighter faster and more efficiently.

Lean Six Sigma. While the streamline process improvement methodologies were being taught in SPAWAR’s first “Green Belt” training class months before he arrived, Bachmann quickly embraced its philosophies and became a Green Belt graduate himself.

Team SPAWAR: In April, Bachmann announced that the SPAWAR corporate organization would be called Team SPAWAR, a name change to include SPAWAR Headquarters and associated Program Executive Offices, directorates and field activities.

Also in April, Capt. Red Hoover, Commanding Officer Charleston visited Camp Anaconda at the Balad Air Base in Iraq, where *SPAWAR Detachment Anaconda* was dedicated. A small building, it includes a Naval Operations Center repair facility for the Internet Cafes and provides berthing for up to 27 SPAWAR personnel and contractors.

In July, Admiral Bachmann announced that he would be leading an Enterprise Metrics Team, created by the NNFE Board of Directors. “The Enterprise Metrics Team was created to develop NNFE process 'results' and 'drivers' that will evaluate and measure the products delivered to the fleet,” he said.

In August, Bachmann was promoted and received his second star.

In September, SPAWAR Headquarters received upgraded hardware and software to replace existing NMCI workstations with new and improved workstations.

Team SPAWAR's Organizational Structure

- SPAWAR Headquarters (San Diego)
- Joint Program Executive Office for the Joint Tactical Radio System (San Diego)
- PEO C4I (San Diego)
- PEO Space Systems (Chantilly, Va.)
- PEO Enterprise Information Systems (Arlington, Va.)

SPAWAR's Systems Centers are located in New Orleans, San Diego, Charleston, S.C., and Norfolk, Va. The SPAWAR Space Field Activity is located in Chantilly, Va., and the Washington Liaison Office is located in the nation's capital.

In November, SPAWAR held its 11th annual Industry Conference, titled “Naval NETWAR FORCEnet Enterprise and Industry Conference.” For the second consecutive year, NETWARCOM and PEO C4I joined SPAWAR and the San Diego Chapter of the National Defense Industrial Association (NDIA) in sponsorship. The conference served as a major symposium for senior military, government and industry officials to share their perspectives on acquisition strategies and business opportunities for large and small businesses.

SPAWAR was a large participant at the Armed Forces Communications and Electronics Associations' West 2007 Jan. – Feb. 2.

March found Bachmann and Executive Assistant Capt. Mark Kohlheim conducting site visits to Stuttgart, Germany, Naples, Italy and Commander, U.S. Naval Forces, Central Command, Fifth Fleet in Bahrain, March 3-10. The purpose of the visit was to see the work TEAM SPAWAR has been doing outside the U.S.

SPAWAR held its 12th annual Industry Conference, titled “Naval NETWAR FORCEnet Enterprise and Industry Conference” Sept. 25-26. For the third consecutive year, NETWARCOM and PEO C4I joined SPAWAR and the San Diego Chapter of the National Defense Industrial Association (NDIA) in sponsorship. As the command delivering information technology to the Navy and Joint Services, the Space and Naval Warfare Systems Command is pleased to support the Conference theme of “NNFE & Industry: Delivering C5ISR, Space and Business Capabilities at the Right Time and Cost” by providing

a venue for military officials to share their perspective on what innovative goods and services need to be designed to advance America's military capabilities with America's innovative defense companies.

As Commander, Admiral Bachmann has focused on providing the highest quality of service and products to meet the needs of tomorrow's warfighter. To do this, he has challenged the command in several areas.

His first priority is for Team SPAWAR to deliver FORCEnet through rapidly delivering advanced C4ISR, information technology and space capability, improving engineering processes to support acquisition, and improving readiness and in-service engineering.

He also expects the command to improve its business and acquisition processes by "leaning-out" the acquisition processes, implementing efficient contract requirements and utilization, and maximizing Naval Enterprise contracting strategies.

Recognizing that SPAWAR's best asset is its people, Bachmann supports what is called Human Capital Strategy. This involves reorganizing into a competency aligned organization, focusing on development of world class engineering and acquisition competencies while transitioning employees to the National Security Personnel System.

Finally, Bachmann is implementing "Net Effect," using two methodologies to increase productivity: Lean/Six Sigma, focusing on training and immediately involving employees at all levels in a proven approach to reduce the cost of doing business; and Balanced Scorecard, an approach leading the command to a Malcolm Baldrige assessment.

These are tools that will help SPAWAR as it partners with industry, educational institutions and other services and commands to meet the challenge of the future.